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The Influence Of Organizational Culture And Work Environment On Nurse Performance Through Job Satisfaction As An Intervening Variable In Rs Tk.III Baladhika Husada Jember

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Abstract

Each organization has unique characteristics or identity, meaning that each organization has its own personality that differentiates it from other organizations. It takes time as a process for every organization to grow and develop so that it finds its own identity. One of the factors that differentiates one organization from another is its culture and work environment. TK III Baladhika Husada Hospital is one of the hospitals under the auspices of the Ministry of Defense and the Indonesian Army which cannot be separated from the military world. The aim of this research is to analyze and test the influence of organizational culture and work environment on nurse performance through job satisfaction as an intervening variable. This research is quantitative research. The population is honorary nurses at TK.III Baladhika Husada Hospital. The sampling technique used was proportionate stratified random sampling. Data analysis and hypothesis testing in this research used the Partial Least Square Structural Equation Model (PLS-SEM).

Hypothesis test results using Smart PLS 3.0 for direct influence show that Organizational Culture has a significant positive influence on Job Satisfaction, the Work Environment has a significantly positive influence on Job Satisfaction, Organizational Culture has a significantly positive influence on Performance, the Work Environment has a significant positive influence on Performance and Job Satisfaction has a significantly

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positive influence on Performance, Then the indirect influence shows that Organizational Culture has a significantly positive influence on Performance through Job Satisfaction and the Work Environment has a significant positive influence on Performance through Job Satisfaction.

Keywords: ***Workload, Competency, Motivation, Job Satisfaction***

INTRODUCTION

The existence of human resources (HR) is the most important factor for the realization of the organizational plans that have been set. Good HR management is increasingly important and has become a must for an organization, especially in the era of globalization which is full of challenges. Failure in HR management will cause losses, which in turn will make the organizational goals that have been made unattainable. Human resource management (HRM) is an ongoing procedure that aims to supply an organization with the right people to be placed in the right positions and positions when the organization needs them. So it can be concluded that the definition of human resource management is the process of planning, organizing, directing and controlling the procurement of labor, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational and community goals.

One of the organizations in the field of health services in Indonesia is the hospital. Currently, hospitals are competing fiercely in HR services, this comes along with many hospitals, both government-owned and privately owned. The HR factor in the hospital is very important and plays a role in determining the success of the hospital in achieving its goals. Therefore, employees / nurses in the hospital are not only positioned as a means of production, but are seen as hospital assets that must be managed properly.

HRM is defined as productive human activities for the benefit of society and personal interests. This element of productivity is considered necessary and must be explored continuously and continuously. According to Hasibuan (2017: 10) “Human resource management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees and society”. Furthermore, Kasmir (2019: 6) argues that “Human resource management is the process of managing people, through stages in their management in order to achieve goals in improving stakeholder welfare”.

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Each organization has a distinctive characteristic or identity, meaning that each organization has its own personality that distinguishes it from other organizations. It takes time as a process for each organization to grow and develop so that it finds its own identity. One factor that distinguishes one organization from another is its culture. Organizational culture is considered to affect employee performance. Organizational culture has a very important role in supporting the creation of an efficient and effective organization. More specifically, organizational culture can play a role in creating the identity of organizational members, developing each member's involvement with the organization and providing guidelines for work behavior for its members. Organizational effectiveness can be improved by creating a strong culture, which can be used to achieve organizational goals. Talking about organizational culture usually means that there is a common perception among all members of the organization about the essential meaning of life together. That is, that in the environment of an organization it is absolutely necessary to have the right understanding of the ways of acting and behaving that are acceptable / acceptable for the organization According to Sondang (2009: 188).“Organizational culture is the willingness, ability, and willingness of a person to adjust his behavior to the culture of the organization, having a high relevance to his willingness, ability, and willingness to increase his work productivity”.

The state of the work environment in a company is very important to note, although the work environment is not directly involved in the production process in a company, but the work environment has a direct influence on the role of employees who carry out the production process. The work environment is an atmosphere where employees carry out activities every day. A pleasant work environment will provide a sense of security and comfort, allowing employees to work well. If employees like their work environment, then employees will feel at home in their workplace, carry out their activities so that working time is used efficiently and effectively. Conversely, an inadequate work environment will reduce job satisfaction and ultimately reduce employee performance. Opinion from Sutrisno (2012: 118) “The work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work”. This work environment, including the place of work, work facilities and tools, cleanliness, lighting, quietness, including the working relationship between the people in the place. A good and clean work environment, getting enough light, free from noise and disturbance, will clearly provide its own motivation for employees in doing work. Likewise with the opposite condition, if the work environment is bad, dirty, dark, stuffy, humid and

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so on, it will cause fatigue and reduce employee creativity. Therefore, company leaders who have high creativity will be able to create a pleasant work environment for employees. Through job satisfaction an employee will be able to feel about his job, whether it is pleasant or unpleasant to do. An employee will have various experiences about his job. If the job is fun, it will certainly give a sense of satisfaction. Vice versa, if the job is unpleasant, it will give a sense of dissatisfaction. Many research results conclude that job satisfaction will have a significant effect on performance. Employees who get satisfaction in their jobs tend to reduce absenteeism and turnover. According to Robbins and Timothy (2015: 46), "Job satisfaction is a positive feeling about work that results from an evaluation of its characteristics. Someone with high satisfaction has positive feelings about their job, while someone with a low level has negative feelings". Furthermore, according to Millton (2011: 104), defines that “Job satisfaction is related to employees' feelings about work and superiors, more strictly speaking job satisfaction is a pleasant or positive emotional state as a result of work experience”. Job satisfaction is an interesting issue for managers and management experts, because of the enormous influence and benefits of job satisfaction for the benefit of individuals, organizations, and society. For individuals, this relates to efforts to increase happiness. For organizations in the context of efforts to improve performance to achieve organizational goals. As for certain communities, they can enjoy the services of satisfying employees.

Performance comes from the word job performance and is also called actual performance or work performance or actual achievement that has been achieved by an employee. Many experts give a definition or understanding of performance, but all of them have the same meaning of performance. Performance or performance is a description of the level of achievement of the implementation of an activity program or organizational policy as outlined through the organization's strategic planning. Performance can be measured and assessed if employees or groups of employees have criteria or standard operational procedures (SOP) that have been set by the organization.

In connection with achieving and realizing effective and efficient employee performance, employee development must be carried out properly and continuously based on a combination of career systems and work performance systems. This is intended to provide opportunities for employees who have high skills and achievements to improve their abilities professionally to compete healthily in fostering careers. Among the efforts that can be made in improving employee performance include building a healthy organizational culture and creating a safe and comfortable work environment for employees.

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Referring to preliminary studies conducted by researchers on nurses and research objects at TK III Baladhika Husada Jember Hospital. Regarding the organizational culture that has been built, such as, among others, the creation of good relationships between peers or between employees and superiors; high attendance rates marked by positive check lock results. For new employees / nurses, they still have to adapt to the organizational culture at work, considering that RS TK III Baladhika Husada Jember is an Army Hospital so that it has an organizational culture with its own SOP / characteristics. As for employees / nurses who have a long career can already adjust and follow the existing culture. Regarding the work environment in the object of research, it is quite good, such as the existence of a garden; a comfortable waiting room; adequate inpatient rooms; and other facilities that are quite supportive. Another thing about the environment that needs attention is the parking lot which still feels lacking, considering the number of patients in the hospital from time to time continues to grow, while the hospital area is limited and cannot be added. Alternatives that can be done, the management has begun to think about expanding the area towards the top, maybe this can be planned for the future.

Objectives

The purpose of this research is to find out:

1. Organizational culture has a significant effect on job satisfaction.
2. The work environment has a significant effect on job satisfaction.
3. Organizational culture has a significant effect on performance.
4. The work environment has a significant effect on performance.
5. Job satisfaction has a significant effect on performance.
6. Organizational culture has a significant effect on performance through job satisfaction.
7. Work environment has a significant effect on performance through job satisfaction.

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The conceptual framework in this study is described as follows:

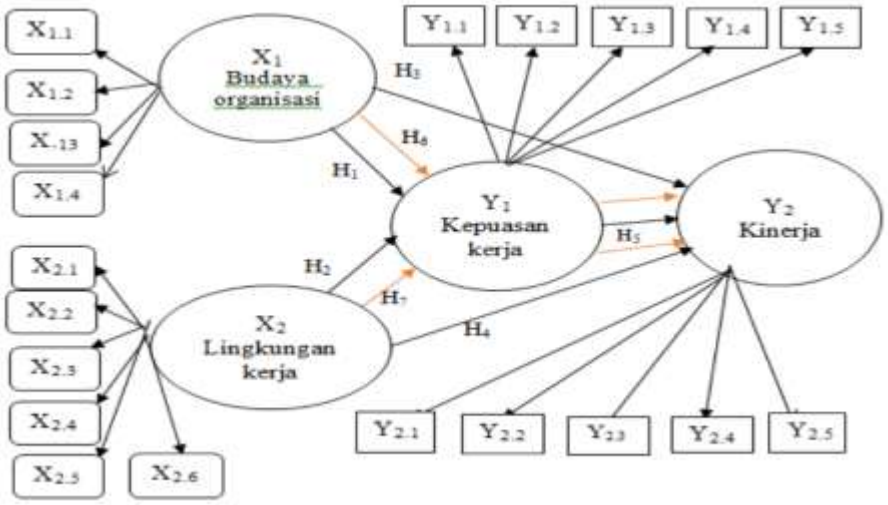


Figure 1: Conceptual framework

DISCUSSION

The Effect of Organizational Culture on Job Satisfaction

The effect of organizational culture on job satisfaction is proven to be significantly positive. This means that if the organizational culture is felt to be more appropriate among nurses, then their job satisfaction also increases; and vice versa. The results of this study support the results of research by Vikri Maulana; 2019 entitled "The Effect of Work Environment and Organizational Culture on Employee Performance through Job Satisfaction as an Intervening variable at Karima Utama Surakarta Hospital". The results of his research state that the Work Environment and Organizational Culture have a significant effect on Performance. Work Environment and Organizational Culture have a significant effect on Job Satisfaction. Job satisfaction has a significant effect on performance. The work environment and organizational culture have a significant effect on performance through job satisfaction. Although the results of this study are similar, there are differences in the development of measurement indicators for each research latent variable.

The results of this study are also in accordance with the research of Ridho Alfariz (2020), Alfin Fitrihady (2020), Naufal Nur Fauzan (2023), Yuliana C, Jeffry H S, and Imelda B. (2024) and the Organizational Culture theory developed by Sondang (2009: 198) which states seven essences regarding organizational culture, namely: Creating an

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innovative spirit among employees; There are work instructions, related to high accuracy, analysis, and attention to detail; There is a reflection of management's view of whether employees are expected to be more concerned with results orientation, or prioritize adherence to work processes and procedures; There is a reflection of management's view of the importance of human resources as a strategic element in the organization; Not highlighting individual “greatness”; The behavior that should be displayed by employees is aggressive; competitive; or relaxed; and There is a dominant orientation in the organization, whether the orientation of maintaining the status quo, or growth orientation. The more employees accept good values and norms and the greater their commitment, the stronger the organizational culture and the greater the influence on employee behavior.

A strong organizational culture will reduce turnover or employee turnover/exit in the organization. Situations and conditions like this can improve employee job satisfaction. This means that the more opportunities there are to innovate work according to skills and experience, but still work within the corridors of applicable regulations will increase job satisfaction.

The Effect of Work Environment on Job Satisfaction

The effect of work environment on job satisfaction is proven to be significantly positive. That is, if there is an increase in the perception of a good work environment among nurses, then job satisfaction also increases; and vice versa. The results of this study support the theories that the work environment was developed by Rivai and friends (2019: 347), Alex Nitisemito (2000), and Sutrisno (2012: 118); and the theory of job satisfaction developed by Handoko (2013: 193), and Badriyah (2022: 229).

These theories have become part of the theory of positivism, where in general these theories state that the high and low level of employee job satisfaction is strongly influenced by the conditions of the work environment. According to Badriyah (2022: 227) there are two factors that influence employee satisfaction, namely interinsic factors and exterinsic factors. Interinsic factors are factors from within and carried by each employee since working at his place of work, namely the level of education. The exterinsic factors concern things that come from outside the employee, including the physical conditions of the work environment, interactions with other employees, the payroll system, and so on.

In this study, it has been known from the results of descriptive analysis that the level of job satisfaction of nurses is categorized as very high. This is very likely due to

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exterinsic factors, namely environmental conditions that are felt to be very good for the work process of the nurses.

The results of research by Taufik Nurcahyo, (2019) state that workload has a significant negative effect on job satisfaction and performance, while competence has a significant positive effect on job satisfaction and performance, and job satisfaction has a significant positive effect on performance. This is the difference between Taufik Nurcahyo's research and this study. Workload in Taufik Nurcahyo's research was measured by unfavorable indicators, while this study workload was measured by favorable indicators; thus workload in this study is perceived as the suitability of workload with competence and self-profile. This then causes the results of this study to be different from Taufik Nurcahyo's research.

The Effect of Organizational Culture on Performance

The effect of organizational culture on performance is proven to be significantly positive. This means that if there is an increase in the perception of a better organizational culture among nurses, then their performance also increases; and vice versa. The results of this study are in accordance with the theories developed by Handoko (2013: 193), Sutrisno (2012: 74), Barnett, et al (2010) and Gilmer (1996). Based on their theories, job satisfaction will increase if employees can feel that there is a match between the workload and their personal profile (gender, education, age), and the competencies required by the job.

The results of Ridho Alfariz's research; 2020 entitled “The Effect of Organizational Culture and Work Environment on Employee Loyalty with Job Satisfaction as an intervening variable (Case Study at the National Amil Zakat Agency)”. The results showed that Organizational Culture and Work Environment, both partially and simultaneously had a significant effect on job satisfaction. The difference between Ridho Alfariz's research and this research is that the endogenous variable is Employee Loyalty. Actually, Employee Loyalty is important, but the problem of performance is not analyzed at all. Employee performance is the spearhead of very important human resource problems. Herein lies the difference between this research and Ridho Alfariz's research.

The organizational culture understood by the nurses of Baladhika Husada Jember Hospital with a very good working situation, is a potential that can continue to be developed. A good understanding of organizational culture will increase work harmony between co-workers and superiors. Work harmony leads to work cohesiveness, and

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results in good performance. Each nurse knows her position, role and function in the work unit, and this leads to excellent group performance.

The Effect of Work Environment on Performance

The effect of work environment on performance is proven to be significantly positive, meaning that the better the work environment that can be felt by nurses, their performance will increase; and vice versa.

The findings of this study support the theories developed by Marwansyah (2014: 228), Dessler (2015: 285), Barnett, et al (2010), Sutrisno (2012: 118), and Fadjar and Indrasari (2018: 213), where performance is influenced by ability factors. And the motivation factor (motivation). In general, this ability is categorized into two, namely: potential ability (IQ) and reality ability (knowledge and skills); while the motivation factor is formed from the attitude of an employee in dealing with work situations. The work situation is influenced by the conditions of the work environment.

The behavior of a person or employee will generally be influenced by the place where they are every day. If they are in a good work environment, then they will continue to experience an increase in work performance, and vice versa they will experience a setback if the work environment is less or inadequate. Therefore, the company should think of various ways to create a good and comfortable work environment so that employees can feel satisfaction which in turn will have high performance.

The results of this study also support the results of Alfin Fitrihady's research; 2020 entitled “The Effect of Organizational Culture and Work Environment on Employee Performance (Case Study on Tampan Mental Home Nurses Pekanbaru)”, where the work environment has a dominant influence on performance. Research by Naufal Nur Fauzan; 2023 entitled “The Effect of Organizational Culture and Work Environment on Employee Performance and Job Satisfaction as Intervening Variables” (Study on Nurses in the Inpatient Room of Muntilan Hospital)", also concluded that Organizational Culture and Work Environment have a significant effect on Performance, both directly and after going through job satisfaction.

The similarity of the results of this study strengthens the theory that the work environment that can be physically felt by employees is more dominant in influence than organizational culture. The work environment can be directly felt by an employee, even though the employee has just worked, meaning that the impact of the influence is more direct, the organizational culture can only be understood by an employee by requiring a

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relatively long time. Working situations and climates where the work environment can really meet employee expectations improve performance at the next stage.

The Effect of Job Satisfaction on Performance

The effect of job satisfaction is proven to be significantly positive on performance with high elasticity, meaning that if the nurse's job satisfaction increases (due to a good organizational culture and a good work environment), there will be an increase in their performance, and vice versa. Job satisfaction proved to be the dominant direct influence on performance.

The results of this study are in accordance with positive theories about job satisfaction and performance as developed by Sedarmayanti (2012: 329), Alderfer (1972), Dessler (2015: 285), Robbins and Timothy (2015: 309); Barnett, et al (2010). In general, the theory of the relationship between job satisfaction and performance has become a positivist theory among human resource researchers; however, there are some other theory developers who question: job satisfaction must first exist and then have a positive impact on performance; or good performance is first sought to then generate job satisfaction.

The suitability of salaries, allowances, honorariums, bonuses and other material rewards they receive is considered sufficient for the needs of themselves and their families, these things reflect good job satisfaction, and then have a significant effect on performance. The preparation of job satisfaction measurement indicators in this study is based on the theory that job satisfaction must first exist among employees in order to improve performance.

Sri Endah Lestari's research (2020) also states similar findings, but there is an important assumption in this relationship, namely the assumption: that high job satisfaction must always be pursued by hospital leaders, for example by always improving the salary system and other receipts for nurses who work well and meet work standards and work targets.

Hospital leaders must innovate policies, activities and treatments that can increase the pride of nurses working in the hospital, for example by choosing “the best nurse of the year”, and receive positive consequences in the form of material and non-material.

The results of research by Naufal Nur Fauzan; 2023 with the topic “The Effect of Organizational Culture and Work Environment on Employee Performance and Job Satisfaction as Intervening Variables” (Study on Nurses in the Inpatient Room of Muntilan Hospital)", resulted in findings that organizational culture and work environment have a

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significant effect on job satisfaction and then affect performance. The conceptual analysis model is similar to this study, also based on the theory that job satisfaction must arise first, and only then have an impact on performance.

Effect of Organizational Culture on Performance through Job Satisfaction

The indirect effect of organizational culture on performance through job satisfaction is proven to be significantly positive. Thus, there is a considerable increase when compared to the direct effect, this is because the direct effect of job satisfaction on performance is quite large. The considerable increase in the influence of indirect influence through job satisfaction occurs because job satisfaction as an intervening variable is quite strong in position, this is evident from its significant positive direct effect on performance which is quite high. The results of this study support the results of research by Vikri Maulana; 2019 entitled "The Effect of Work Environment and Organizational Culture on Employee Performance through Job Satisfaction as an Intervening variable at Karima Utama Surakarta Hospital". The results of his research state that the Work Environment and Organizational Culture have a significant effect on Performance. Work Environment and Organizational Culture have a significant effect on Job Satisfaction. Job satisfaction has a significant effect on performance. The work environment and organizational culture have a significant effect on performance through job satisfaction. Although the results of this study are similar, there are differences in the development of measurement indicators for each research latent variable.

The Effect of Work Environment on Performance through Job Satisfaction

The indirect effect of work environment on performance through job satisfaction is proven to be significantly positive. There is an increase in the total effect that is higher when compared to the indirect effect of organizational culture on performance. The increase in the indirect effect through job satisfaction can be caused by job satisfaction as an intervening variable with a strong enough position, and it has also been proven that directly job satisfaction has a significant positive effect on performance with a high enough. These findings can strengthen the debate among human resource management experts, especially in the paradigm that job satisfaction must first be created in order to control employee performance.

The results of this study support the results of research by Vikri Maulana; 2019 entitled "The Effect of Work Environment and Organizational Culture on Employee Performance through Job Satisfaction as an Intervening variable at Karima Utama

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Surakarta Hospital" and the results of research by Naufal Nur Fauzan; 2023 with the topic "The Effect of Organizational Culture and Work Environment on Employee Performance and Job Satisfaction as an Intervening Variable" (Study on Nurses in the Inpatient Room of Muntilan Hospital)", resulting in findings that organizational culture and work environment have a significant effect on job satisfaction and then affect performance. The conceptual analysis model is similar to this study.

In general, this study has proven that the explicit SEM model can answer research problems and hypothesis testing; although the level of fit of the explicit model still needs to be debated, especially on the chi-sqaure value, as an index of overall model fit. However, the absolute model fit produced in this study has indicated that the explicit SEM model is good enough.

CONCLUSION

Referring to the research objectives, research results and discussion described in the previous chapter, the following conclusions can be drawn:

1. The direct effect of organizational culture is proven to be significantly positive on job satisfaction (Hypothesis-1 is accepted).
2. The direct effect of work environment is proven to be significantly positive on job satisfaction (Hypothesis-2 is accepted).
3. The direct effect of organizational culture is proven to be significantly positive on performance (Hypothesis-3 is accepted).
4. The direct effect of work environment is proven to be significantly positive on performance (Hypothesis-4 is accepted).
5. The direct effect of job satisfaction on performance is proven to be significantly positive (Hypothesis-5 is accepted).
6. The indirect effect of organizational culture on performance through job satisfaction is proven to be significantly positive (Hypothesis-6 is accepted).
7. The indirect effect of work environment on performance through job satisfaction is proven to be significantly positive (Hypothesis-7 is accepted).

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